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The Influence of Organizational Commitment and Work Discipline on Performance with Job Satisfaction as an Intervening Variable Among Civil Servants at the Sidoarjo Regency Secretariat

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Abstract: The primary objective of this study is to examine the influence of organizational commitment and work discipline on employee performance, with job satisfaction serving as an intervening variable. The research employs a quantitative approach, focusing on civil servants at the Sidoarjo Regency Secretariat. A purposive sampling technique was utilized, resulting in a sample size of 101 respondents, with data collected through a questionnaire. Data analysis was conducted using SmartPLS 4. The findings reveal that organizational commitment positively impacts employee performance, while work discipline also has a positive effect on performance. Additionally, job satisfaction is shown to positively influence employee performance. Furthermore, organizational commitment positively affects job satisfaction, and work discipline likewise enhances job satisfaction. Notably, job satisfaction mediates the relationship between organizational commitment and employee performance, as well as between work discipline and employee performance. These results underscore the importance of fostering organizational commitment and work discipline to enhance job satisfaction and, ultimately, employee performance.

Keyword: Organizational Commitment, Work Discipline, Employee Performance, Job Satisfaction.

INTRODUCTION

Reliable and professional personnel can be achieved through optimal human resource management in response to the rapidly changing dynamics of the environment, in line with the accelerated changes in information and technology in today's globalization era. A professional civil servant is defined as an individual possessing both technical and managerial skills that can support performance enhancement. Performance is the result achieved over a specific period,

whether it be a month or a year, based on the target load set by the organization to achieve its goals. In addition to performance, job satisfaction is also a crucial element in enhancing civil servant performance. Robbins (1996) defines job satisfaction as a general attitude toward one's job.

Alongside discipline and organizational commitment, job satisfaction plays a mediating role in the influence of discipline and organizational commitment on employee performance, which is equally important. A competitive bureaucracy in the future will be one that has knowledge-based human resources with various skills and competencies, working effectively and efficiently to deliver satisfactory performance. To achieve this, efforts should begin by considering the factors that influence employee performance. Several factors impact this, including work discipline, work environment, employee competence, and organizational commitment. Enforcing employee discipline is essential for any institution to function effectively.

It is expected that discipline will be observed by the majority of employees, ensuring adherence to the regulations set forth by the organization, thereby allowing work to be conducted as effectively and efficiently as possible. Below is an overview of employee discipline at the Sidoarjo Regency Secretariat from January to April :

Tabel 1. Employee Attendance Data at the Sidoarjo Regency Secretariat

Month	Number of Employees	Tardiness	Leave
January 2024	39 people	46 times	16 days
February 2024	39 people	26 times	6 days
March 2024	39 people	37 times	7 days
April 2024	37 people	22 times	25 days

Source : General Affairs and Human Resources

Based on the table above, it is evident that there are still several employees who are late or absent from the office schedule. This reflects a form of indiscipline that can be observed in the Sidoarjo Regency Secretariat. Additionally, another manifestation of indiscipline is the tendency for some employees to accumulate work, leading to inefficiencies and resulting in tasks not being completed on time. There are also instances of employees being outside the office during working hours without permission from their supervisors.

Beyond these issues, there are also concerns regarding work motivation, complaints, and other critical problems within the organization. Employees are a key production factor for any institution; without them, it would be challenging for the organization to function smoothly and achieve its goals. Furthermore, employee performance can be significantly enhanced by their commitment to work. Given these observations, the author is interested in researching the issues of job satisfaction and employee performance. The results of this study are presented in this paper titled "The Influence of Organizational Commitment and Work Discipline on Performance with Job Satisfaction as an Intervening Variable among Civil Servants at the Sidoarjo Regency Secretariat."

METHOD

The approach taken in this study is quantitative. According to Sugiyono (2020:16), quantitative research can be defined as a method based on the philosophy of positivism, used to investigate specific populations or samples. The aim of quantitative research is to explain the relationships between influencing and influenced variables, specifically examining the impact of organizational commitment and work discipline on employee performance, with job satisfaction serving as an intervening variable. The research was conducted in the Regional Secretariat Office of Sidoarjo Regency. The sampling technique employed was purposive sampling, with a total of 101 respondents. Data analysis was performed using Structural Equation Modeling (SEM), which

comprehensively explains the relationships among the variables in this study, utilizing SmartPLS 4.0 software

RESULTS AND DISCUSSION

Model analysis using Partial Least Square (PLS) using the Smart PLS program gave the following results:

Hypothesis Test

Table 2 Results of SEM Analysis

Variable Relationship	Original Sample (O)	Sample Mean (M)	T Statistics (O/STDEV)	P Values	Results
Organizational Commitment (X1) -> Employee Performance (Y)	0,022	0,087	6,998	0,033	Significant
Work Discipline (X2) -> Employee Performance (Y)	0,032	0,069	8,618	0,002	Significant
Job Satisfaction (Z) -> Employee Performance (Y)	0,198	0,064	8,564	0,009	Significant
Organizational Commitment (X1) -> Job Satisfaction (Z)	0,029	0,065	7,333	0,019	Significant
Work Discipline (X2) -> Job Satisfaction (Z)	0,019	0,017	8,876	0,001	Significant
Organizational Commitment (X1) -> Work Discipline (X2) -> Job Satisfaction (Z) -> Employee Performance (Y)	0,098	0,126	8,666	0,005	Significant

Source: Researcher Processed Data (2024)

Discussion

The Influence of Organizational Commitment on Employee Performance

The analysis of the data presented in Table 2 reveals that the p-value for the influence of organizational commitment on employee performance in the Regional Secretariat Office of Sidoarjo Regency is 0.033, which is less than 0.05. The T-statistic value is 6.998, exceeding the threshold of 1.96, and the coefficient is 0.222. This indicates a positive and significant influence of organizational commitment on employee performance in this office. This finding is consistent with previous studies conducted by Rizal (2023) and Akbar et al. (2022), which also identified a positive and significant effect of organizational commitment on employee performance.

The Influence of Work Discipline on Employee Performance

The data analysis in Table 2 shows that the p-value for the influence of work discipline on employee performance in the Regional Secretariat Office of Sidoarjo Regency is 0.002, which is below 0.05. The T-statistic is 8.618, again greater than 1.96, and the coefficient is 0.032. This

suggests a positive and significant influence of work discipline on employee performance in this office. This finding aligns with research by Indriyani (2023) and Nahdiyati (2023), which also noted a positive and significant effect of work discipline on employee performance.

The Influence of Job Satisfaction on Employee Performance

The analysis presented in Table 2 indicates that the p-value for the influence of job satisfaction on employee performance in the Regional Secretariat Office of Sidoarjo Regency is 0.009, which is less than 0.05. The T-statistic stands at 8.564, surpassing 1.96, with a coefficient of 0.198. This concludes that there is a positive and significant influence of job satisfaction on employee performance. This result corroborates findings from studies by Adha (2022) and Darmawati (2021), which reported a positive and significant relationship between job satisfaction and employee performance.

The Influence of Organizational Commitment on Job Satisfaction

Table 2 also shows that the p-value for the influence of organizational commitment on job satisfaction among employees in the Regional Secretariat Office of Sidoarjo Regency is 0.019, which is below 0.05. The T-statistic value is 7.333, exceeding 1.96, with a coefficient of 0.029. This suggests a positive and significant effect of organizational commitment on job satisfaction. This finding aligns with the work of Abdul Rosid (2022) and Sandy (2023), who found a positive and significant influence of organizational commitment on job satisfaction.

The Influence of Work Discipline on Job Satisfaction

The data analysis in Table 2 reveals that the p-value for the influence of work discipline on job satisfaction among employees in the Regional Secretariat Office of Sidoarjo Regency is 0.001, which is less than 0.05. The T-statistic is 8.876, well above 1.96, with a coefficient of 0.119. This indicates a positive and significant influence of work discipline on job satisfaction. This finding is supported by research from Putri (2021) and Muh Subhan (2020), which demonstrated a positive and significant effect of work discipline on job satisfaction.

The Influence of Organizational Commitment and Work Discipline on Employee Performance Through Job Satisfaction

Finally, the analysis in Table 2 shows that the p-value for the influence of organizational commitment and work discipline on employee performance through job satisfaction in the Regional Secretariat Office of Sidoarjo Regency is 0.005, which is below 0.05. The T-statistic is 8.666, exceeding 1.96, with a coefficient of 0.098. This suggests a positive and significant influence of organizational commitment and work discipline on employee performance through job satisfaction. This is consistent with research conducted by Rahmawati (2024), which noted that organizational commitment and work discipline positively affect employee performance through job satisfaction.

CONCLUSION

Based on the data analysis and discussions conducted, several conclusions can be drawn. First, organizational commitment has a positive influence on employee performance. Second, work discipline also positively affects employee performance. Third, job satisfaction significantly contributes to enhancing employee performance. Additionally, organizational commitment positively influences job satisfaction, and work discipline has a similar effect on job satisfaction. Importantly, job satisfaction serves as a mediator in the relationship between organizational commitment and employee performance, as well as between work discipline and employee performance. These findings highlight the interconnectedness of these variables in promoting effective employee performance.

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